COMMUNICATION

OTR BULLETIN

MARCH - APRIL 1969

.SECRET.

CIA INTERNAL USE ONLY

OTR BULLETIN

Purpose

The purpose of the Office of Training Bulletin is:

(a)   To provide Training Officers, Supervisors, Managerial personnel and others with information on training opportunities within and outside the Agency.

(b)   To publish special articles dealing with education and training policy, philosophy, methods and techniques, and with training-related subjects of particular interest.

(c)   To promote interest in education and training as an aid in achieving Agency goals.

Recommendations for improving this service may be directed in writing to the Registrar, OTR, 1000 North Glebe Road, or by telephone

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BULLETIN BOARD

CONFERENCE
FOR
CORPORATION
EXECUTIVES

25X1A

"Japan: Competitor of the Western World" is
the last in the series for FY 1969 of the Con-
ference for Corporation Executives given by
the School of Advanced International Studies,
The Johns Hopkins University. The conference
is scheduled for Friday, 25 April 1969. The
Registrar Staff receives only 5 complimentary
invitations which are available to overt em-
ployees only. _____
_____ The $6.00
fee for the optional luncheon is paid by the
attendee in either case. For enrollment in-
formation call RS/ETB, _____

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COURSE
CHANGES

Please note that an extra running of the
Management Course has been scheduled on
21 - 25 April in Room 610, Magazine Building.

The Intelligence Review Course, No. 2-69,
originally scheduled for 21 April -
2 May 1969 has been rescheduled to run
from 14 - 25 April 1969 in Room 701 Glebe.

PROGRAMMED
INSTRUCTION

The Office of Training has leased a Didactor
teaching machine and some units of programmed
instruction to be used with it for a trial period
to determine its suitability for Agency training
requirements. The machine is located in the
1000 N. Glebe building and interested Agency
employees are invited to call _____ to
schedule a time to use the programs there for
self-study. Topics available include grammar,
vocabulary, Ohm's law, semiconductors, transistors,
slide rule, introduction to algebra, binary num-
bers, and Boolean algebra.

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CLERICAL
TRAINING
AND
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

24 March – 18 April   2 – 27 June
28 April – 23 May

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a.m. and shorthand at 10:30 a.m. Dates for the preliminary tests in the above courses are:

19 March   28 May
23 April

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, [   ] before 5 p.m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

Tests will be given on: 17 March, 31 March,
                          21 April, 5 May,
                          26 May, 9 June,
                          30 June

Applicants report to Room 416, Ames Building.

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LANGUAGE PROFICIENCY TESTING

Language proficiency tests are conducted by the OTR Language School to assist the Agency in maintaining a current inventory of its language capabilities. The following schedule is for the use of employees who have an untested claim still on the record, for those whose previously tested proficiency is over three years old, and for those who are to be tested for other purposes, such as returnees from overseas, in accordance with the Agency's Language Policy☐
CIA Foreign Language Program.

Training Officers should arrange tests for employees by contacting the Language School, ☐

Tests at Headquarters Building may be scheduled on the following dates:

French: March 4, 7, 11, 14, 18, 21, 25, 28
         April 1, 4, 8, 11, 15, 18, 22, 25, 29
         May 2, 6, 9, 13, 16, 20, 23, 27
         June 3, 6, 10, 13, 17, 20, 24, 27

German: March 7, 14, 21, 28
         April 4, 11, 18, 25
         May 2, 9, 16, 23
         June 6, 13, 20, 27

Spanish: March 4, 11, 18, 25
         April 1, 8, 15, 22, 29
         May 6, 13, 20, 27
         June 3, 10, 17, 24

Spanish tests are offered on a space-available basis at Arlington Towers on the following dates:

         March 6, 13, 20, 27
         April 3, 10, 17, 24
         May 1, 8, 15, 22, 29
         June 5, 12, 19, 26

Tests in all other languages are by arrangement.

LANGUAGE TRAINING SCHEDULE

OTR's Language School will offer both full-time and part-time courses during the first 6 months of CY 69. All full-time courses are for the times noted below and are conducted in the Washington Building Annex of Arlington Towers. Part-time courses for the most part will meet for four hours daily in the morning, and will be conducted for 200 to 400 hours. Starting dates and the standard length for courses are set out below.

Full-time Courses

World Languages (Intermediate Goal)

(French - 28 weeks, German - 28 weeks, Italian - 24 weeks, Portuguese - 24 weeks, Spanish - 24 weeks)

Beginning date: 5 May 1969

All Other Languages

Beginning date: 5 May 1969

(Full-time Chinese, Japanese and Vietnamese language training is arranged at appropriate times with the responsible Agency components.)

Part-time Courses (All Languages)

Beginning date: 5 May 1969

Applications (Form 73) for either full-time or part-time language instruction must be submitted to the Admissions and Information Branch, Registrar Staff, a minimum of six weeks prior to the beginning dates of the course. Please indicate under "Remarks" (Item 12) all previous experience the employee has had in any foreign language or languages, particularly for the language in which training is being requested. Also state the level of proficiency desired. Training Officers will be informed if any pre-course testing or interview is necessary and of final arrangements for attending classes. Language aptitude tests are required before acceptance for language training. Proficiency tests are required for all students who enter with some knowledge of the language.

For further information contact the Admissions and Information Branch, Registrar Staff,

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OTR CALENDAR

		MARCH				
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Administrative Procedures	10 - 14 Mar
ADP Orientation	11 - 13 Mar
Advanced Management (Planning)	23 - 28 Mar
Challenge of Worldwide Communism	17 Mar - 4 Apr
Chiefs of Station Seminar	24 Mar - 4 Apr
China Familiarization	10 - 14 Mar
CIA Review	11 Mar
Clerical Refresher	24 Mar - 18 Apr
CS Records I	24, 26, 28 Mar
CS Records II	31 Mar - 4 Apr
CS Records II (for CTs)	3 - 6 Mar
CS Review	3 - 14 Mar
Field Finance and Logistics	24 Mar - 11 Apr
Information Reporting, Reports, & Requirements	3 - 21 Mar
Intelligence Briefing (for NPIC)	3 - 26 Mar
Intelligence Production	3 Mar - 25 Apr.
Introduction to Intelligence	24 Mar - 4 Apr
Management	17 - 21 Mar
	17 Mar - 4 Apr
Orientation to Intelligence	3 - 14 Mar
Soviet Bloc Operations	31 Mar - 18 Apr
Support Services	3 Mar - 11 Apr
Support Services Review: Trends & Highlights	3 - 7 Mar
Vietnam Area Course	3 - 7 Mar
Vietnam Paramilitary Orientation	17 - 20 Mar
Vietnam Station Orientation	10 - 14 Mar

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                    APRIL
         S   M   T   W   T   F   S
                     1   2   3   4   5
         6   7   8   9  10  11  12
        13  14  15  16  17  18  19
        20  21  22  23  24  25  26
        27  28  29  30
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Administrative Procedures	21 - 25 Apr
Basic Country Survey: USSR	28 Apr - 9 May
China Familiarization	28 Apr - 2 May
CIA Review	8 Apr
Clerical Refresher	28 Apr - 23 May
Counterintelligence Familiarization	28 Apr - 9 May
CS Records I	28 Apr, 1 & 2 May
CS Records III	7 & 8 Apr

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	27 - 30 Apr
European Operations	14 Apr - 2 May
Information Reports Familiarization	7 - 11 Apr
	21 - 25 Apr
Intelligence Review	14 - 25 Apr
Intelligence Techniques	7 - 25 Apr
Introduction to Communism	7 - 18 Apr
JCS-DIA	29 & 30 Apr
Management	21 - 25 Apr
Operations Familiarization	28 Apr - 23 May
Operations Support	7 - 25 Apr
Orientation for Overseas	1 - 2 Apr

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	7 - 18 Apr
Politics Workshop	7 - 10 Apr
Senior Management Seminar (Planning)	13 - 18 Apr
Supervision	28 Apr - 2 May
Support Services Review: Trends & Highlights	21 - 25 Apr
Vietnam Area Course	7 - 11 Apr
Vietnam Paramilitary Orientation	21 - 24 Apr
Vietnam Station Orientation	14 - 18 Apr

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                                   MAY
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                    11   12   13   14   15   16   17
                    18   19   20   21   22   23   24
                    25   26   27   28   29   30   31
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Administrative Procedures	19 - 23 May
Advanced Management (Planning)	18 - 23 May
25X1A [ ]	5 - 9 May
CIA Review	13 May
Clandestine Scientific & Technical Operations	12 - 23 May
Counterintelligence Operations	12 - 23 May
CS Records I (for CTs)	28 - 29 May
CS Records II	5 - 9 May
Field Finance and Logistics	5 - 23 May
Information Reporting, Reports, & Requirements	5 - 23 May
Introduction to Communism	19 - 29 May
Introduction to Intelligence	5 - 16 May
Introduction to Map Reading & Imagery Analysis	5 - 21 May
Managerial Grid	4 - 9 May
Midcareer Executive Development	11 May - 20 June
25X1A [ ]	5 - 23 May
Orientation for Overseas	6 - 7 May
Soviet Bloc Operations	19 May - 6 June
Vietnam Area Course	12 - 16 May
Vietnam Paramilitary Orientation	26 - 29 May
Vietnam Station Orientation	19 - 23 May
Writing Workshop (Basic)	6 - 29 May
Writing Workshop (Intermediate)	5 - 28 May

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                        JUNE
        S    M    T    W    T    F    S

        1    2    3    4    5    6    7

        8    9   10   11   12   13   14

       15   16   17   18   19   20   21

       22   23   24   25   26   27   28

       29   30
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Administrative Procedures	16 - 20 June
ADP Orientation	10 - 12 June
Advanced Management (Planning)	15 - 20 June
25X1A [ ]	2 - 13 June
Chiefs of Station Seminar	9 - 20 June
CIA Review	10 June
Clerical Refresher	2 - 27 June
Counterintelligence Familiarization	16 - 27 June
CS Records II	16 - 20 June
CS Records III	23 & 24 June
Geography of Communist China	2 - 20 June
Information Reports Familiarization	9 - 13 June
	23 - 27 June
Intelligence Production	2 June - 25 July
Introduction to Communism	16 - 27 June
Introduction to Intelligence	2 - 13 June
Management	23 - 27 June
Operations, Phase I	2 June - 29 Aug
Operations Support	2 - 20 June
Orientation for Overseas	3 - 4 June
Politics Workshop	22 - 25 June
Senior Management Seminar (Grid)	8 - 13 June
Support Services	2 June - 11 July
Support Services Review: Trends & Highlights	9 - 13 June
Writing Workshop (Intermediate) (for NPIC)	9 - 27 June

National Interdepartmental Seminar

The National Interdepartmental Seminar Course on Problems of Development and Internal Defense has been substantially changed and restructured. The focus of the revised course is on policy problems -- the process and consequences of change in the developing countries in relation to United States interests, policy objectives, capabilities and involvement. These changes have been instituted pursuant to a directive from the Senior Interdepartmental Group.

More detailed attention will be given to:

(1) Political, economic, and socio-cultural backgrounds and dynamics of country situations.

(2) Institutional development in the frame of traditions, value systems, and requirements for modernization.

(3) Potentials and contradictions within modernizing sectors of societies.

(4) Economic, political and strategic factors in relationships between developed and developing countries.

(5) Changing conditions and requirements as these affect U.S. and other external economic, military, and political assistance and influence.

The length of the course is reduced from four to three weeks, requiring more closely-focused instruction and more intensive work by the participants. Emphasis is on developing greater sensitivity, analytic capability and understanding of the factors that senior officers must consider in making judgments on policy application and program direction.

National Interdepartmental Seminar (continued)

Lecturers include widely recognized authorities
from the field of academic research as well as high
government officials. The afternoon small-group
regional seminars focus on more particular problems
in each geographic area through briefings, selected
readings, group discussion, and case studies.

In refocusing as well as shortening the course,
military and public safety aspects of internal defense
have not been omitted but rather integrated into the
broader consideration of U.S. policy and resource
commitment.

The Agency has a quota of eight for each session.
For enrollment information call [   ]   25X1

The schedule through calendar year 1969 follows:

       Session No. 43 - 21 April - 9 May 1969
       Session No. 44 - 7 - 25 July 1969
       Session No. 45 - 8 - 26 September 1969
       Session No. 46 - 27 October - 14 November 1969

CIA has consistently participated in the National
Interdepartmental Seminars since their inception, pro-
viding both lecturers and students. Attendance at a
Seminar is required before CS officers are assigned
to certain posts. The Office of Training has scheduled
its Chiefs of Station Seminar so that key officers
may attend both seminars without schedule conflict.

Next 2 Page(s) In Document Exempt

●●●●●●●●● COMMUNICATION ●●●●●●●●●
●●●●●●●●● *Person to Person* ●●●●●●●●●

Man's inability to communicate adequately results in lost meanings, ideas, and messages. So, instead of the satisfaction of more understanding, the listener is left with a sense of frustration and futility. In addition to being a waste of time, money, and effort, the ineffectual presentation causes other problems brought on by misunderstanding.

Mistakes are made, patience is exhausted, and confidence in the office function is destroyed. To overcome these negative effects of poor communication, lecturers, teachers, and instructors, who have the responsibility for getting messages across to groups of people, might find that a study of approved techniques of effective communication would be helpful.

Outlined below are some guidelines for improving person-to-person communication:

1. Determine your objectives before planning a presentation.

2. Formulate your own ideas before trying to communicate to others.

3. Present only one point at a time--completely.

4. Always speak slowly and clearly.

5. Use short sentences made up of simple, plain words. Long sentences are monotonously difficult to follow and an elaborate vocabulary, although impressive, is easily misunderstood.

6. Be careful of hidden messages conveyed by facial expressions, tone of voice, and gestures.

7. Check constantly to see how well your message is reaching your audience.

Observing these positive guidelines can improve your communication, but an awareness of negative actions to be avoided is also important. The twelve cartoons shown below graphically depict those characteristics which tend to distract an audience and limit the impact and understanding of a presentation.
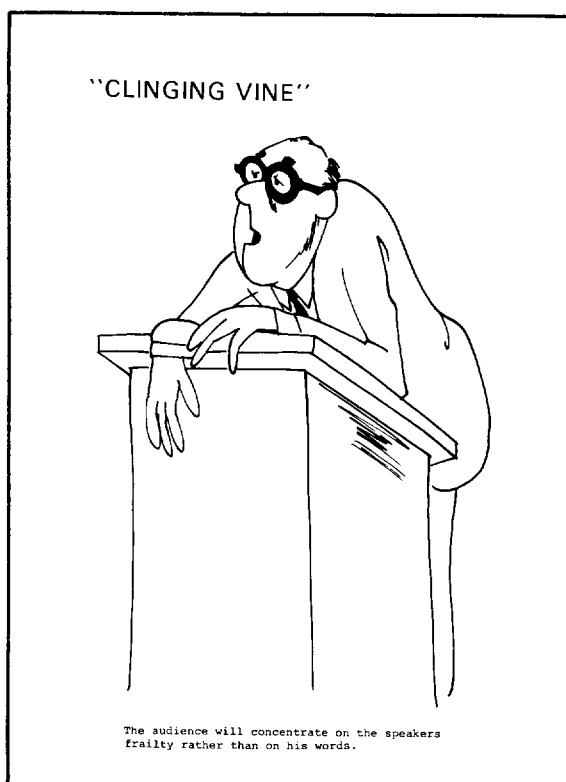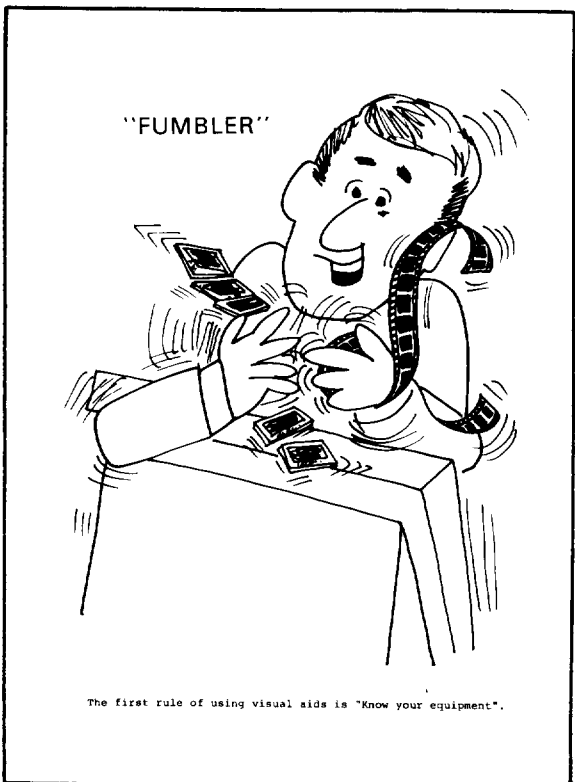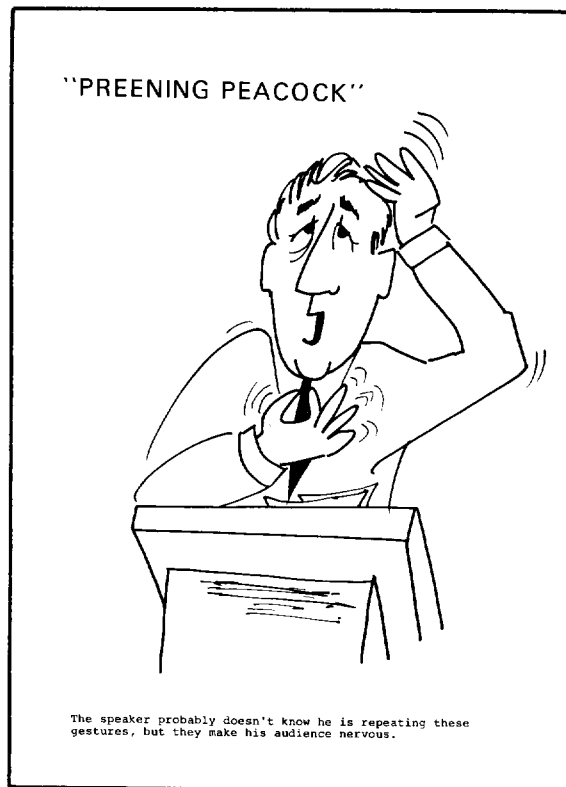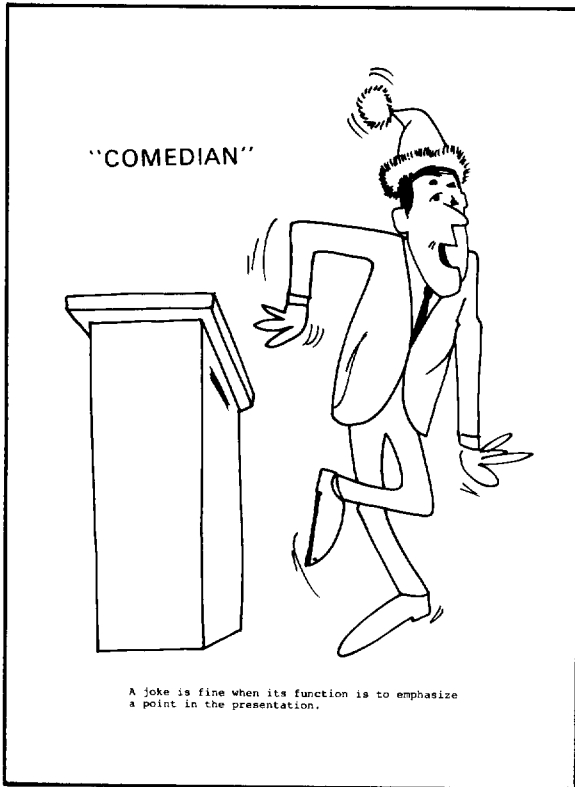
"DEADLY SLEEPER"
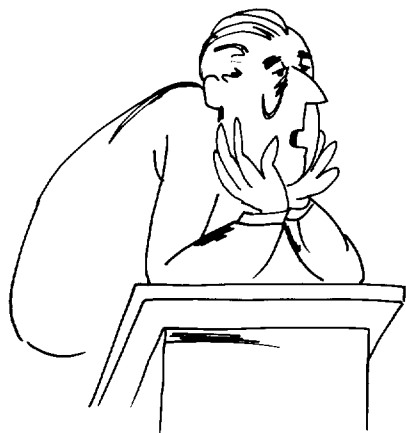
He only looks as if he will fall asleep, but his audience actually does.

"ORATOR"

Oratory should be saved for a "mob scene".

"COMEDIAN"

A joke is fine when its function is to emphasize
a point in the presentation.

"PREENING PEACOCK"

The speaker probably doesn't know he is repeating these
gestures, but they make his audience nervous.

"FUMBLER"

The first rule of using visual aids is "Know your equipment".

"CLINGING VINE"

The audience will concentrate on the speakers
frailty rather than on his words.
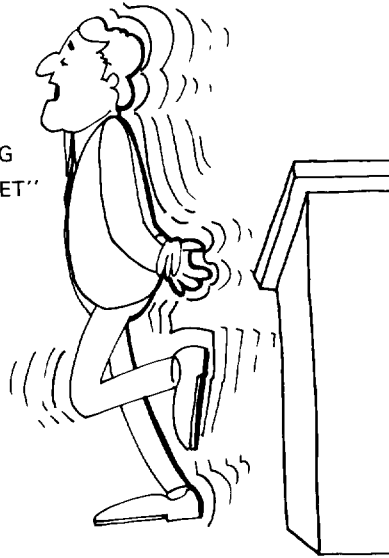
"NEAR SIGHTED NOTE NIBBLER"
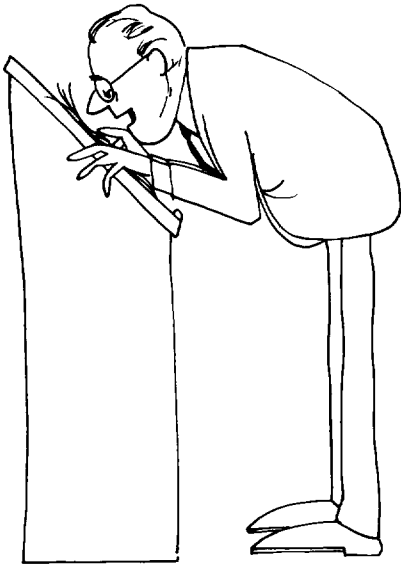
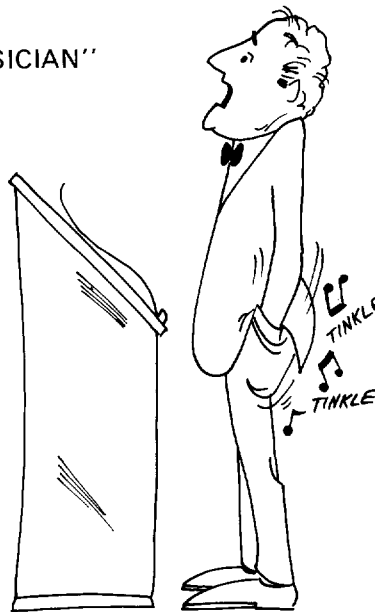An ill-prepared speaker relies on his notes and loses his audience.

"MOVING TARGET"

Focusing on a stationary object is easier than on a moving target.

"MOUNTAIN CLIMBER"

A more relaxed attitude would command a more receptive audience.

"MUSICIAN"

A tune of keys or change has no place behind a podium.

"GREAT SCIENTIST"

A brilliant man and a brilliant scientist, but he needs to translate
the scientific terms into language the layman can understand.

"BON VOYAGEUR"

Sweeping gestures are great for "good-by,"
but not until your speech is finished.
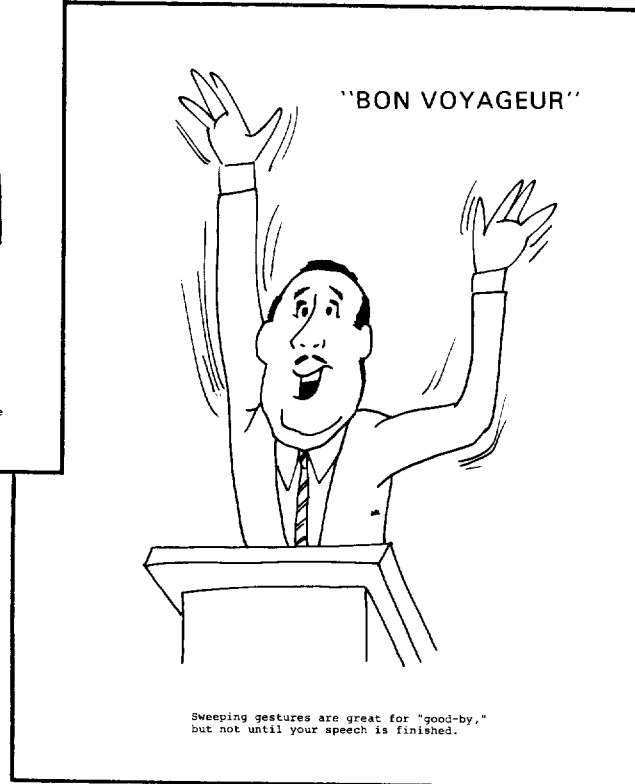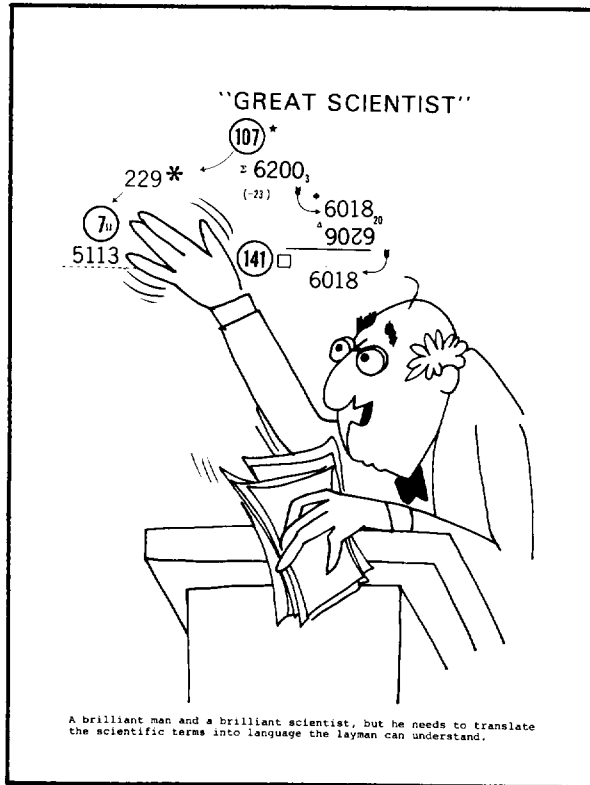
      Reviewing these "do's and don't's" of efficient
communication techniques will aid in improving your
presentation and will result in more complete under-
standing of your message. The ultimate goal of avoid-
ing costly errors and frustrating misconceptions can
be achieved.

UNIVERSITY OF OKLAHOMA

THE ADVANCED PROGRAMS

The Advanced Programs of the University of Oklahoma
are fully accredited graduate degree programs designed
to provide up-to-date, mid-career training in the field
of economics and public administration. Students par-
ticipating in the Advanced Program in Governmental
Studies or in the Advanced Program in Economics are
able to maintain full time professional positions while
completing degree requirements for either the Master of
Arts in Public Administration or the Master of Arts in
Economics. In addition to the six locations in the
Continental United States, the University of Oklahoma
maintains centers on Guam and in Wiesbaden, Germany, so
that personnel in overseas establishments within easy
traveling distance of these two areas can avail them-
selves of this opportunity for graduate study. The
credits obtained are, of course, transferable to any
other center in the Program.

Advanced Program methodology combines attendance
in short-term intensive seminar sessions with independent
study and allows the student maximum flexibility in plan-
ning and completing a course of study designed to meet
his individual interest, professional needs, and time
schedule.

The intensive seminar session is a 30-hour week of
lecture, conference, discussion, group problem solving,
and individual study. This session is preceded by
preparatory reading and study equivalent to that normally
accomplished during a traditional 2-hour semester course.
Assignments and reading materials are mailed to the
student and are to be completed before actual partic-
ipation in the seminar sessions. These assignments do
not involve correspondence lessons, but rather are
preparation for the week of instruction, discussion,
and examination. A comprehensive examination is given
on the concluding day of the course. Two hours of
graduate credit are offered for each session. The
tuition cost is $50 per credit hour for the spring
1969 program.

Students may pursue areas of special interest through independent study in directed readings courses. Optional directed readings are offered with each 2-hour intensive seminar session for one additional hour of credit. Completion requirements of directed readings normally include the preparation of papers, reports or a written examination.

After a student has completed six hours in the Advanced Programs, he may request enrollment in the independent directed readings course for 2-3 hours of graduate credit.

All participants in the Advanced Programs are required to complete at least three credit hours of research problems in their selected degree program.

The schedule of spring classes in Washington, D.C. follows:

March 17-22   Sociology 350 - Special Sociological Problems. (Sociology of Urban Problems).

March 24-29   Economics 309 - Economic Forces Impact of Technology upon Modern Economy.

April 21-26   Political Science 218 - Public Employment Administration.

For further information call [   ]   25X1

NON-AGENCY
TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, [   ] For information on registration, call ETB/RS/TR, [   ]

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NON-AGENCY OFF-CAMPUS PROGRAMS

For the convenience of their employees many Government agencies hold after-hours academic courses for college credit in their own buildings. The sponsoring agency staffs these "off-campus" courses with their own employees who are accredited by the appropriate University and who must follow its course outline. These courses may be taken either individually or as part of a degree program. The tuition is usually somewhat lower than for the same courses given at the college (on campus). Most agencies will permit students not employed by them to enroll on a first come first served basis, but the Department of Defense limits participation in some of their buildings to military employees of the Services.

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Program, netherleless, there are many excellent opportunities for after-hours, off-campus academic programs at these other installations in the area. The programs cover a wide range of subjects with a number of Universities represented, and offer an opportunity to obtain academic training without the limitations imposed by cover in our own program.

The courses held in certain military installations where registration is limited to military personnel (both military and civilian employees) can

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Courses are held in the Pentagon, Navy Annex, Main Navy, Nassif Building, Building T-7, Fort Belvoir, Fort Meade, and Fort Myer. A building pass for these places, if necessary, can be obtained from the Central Cover Staff. Except for these restricted places, anyone may enroll in any of the American University, George Washington University, or University of Maryland off-campus programs.

The courses can be taken with or without official sponsorship. Agency policy towards sponsorship is liberal enough so that an inquiry regarding this kind of financial assistance might be profitable. The request should be directed to the Component Training Officer.

Although this information comes too late to be of value for the spring 1969 semester, it will be of use for summer courses, and in planning for the fall 1969 program. For further information call

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Civil Service Commission courses and United States Department of Agriculture Graduate School Special Programs are listed below with their starting and ending dates, location, cost, and whenever possible, required GS Grade level. For course descriptions see your Training Officer or call

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Civil Service Commission

Automatic Data Processing

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
24 - 28 Mar   1900 E. Street, N.W. $160
    For Digital Computer Systems Analysts.

DECISION LOGIC TABLE WORKSHOP
3 - 5 June   1900 E. Street, N.W. $ 95   GS-9 & above

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS
1 - 2 Apr   1900 E. Street, N.W. $ 90   GS-14 & above

EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT
12 - 13 May   1900 E. Street, N.W. $ 75   GS-14 & above

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSTS
14 - 16 Apr   1900 E. Street, N.W. $135   GS-15 & above

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS
9 Apr - 28 May   1900 E. Street, N.W. $125   GS-9 & above

MANAGEMENT INTRODUCTION TO ADP
21 - 22 Apr   1900 E. Street, N.W. $ 50   GS-11 & above

MATHEMATICS FOR MANAGERS
8 Apr - 17 June   1900 E. Street, N.W. $250   GS-14 & above

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS ENVIRONMENT
31 Mar - 18 Apr
28 Apr - 16 May
2 - 20 June   1900 E. Street, N.W. $160   GS-9 & above

SCIENTIFIC AND TECHNICAL APPLICATIONS OF ADP
16 - 20 June   1900 E. Street, N.W. $150   GS-9 & above

Civil Service Commission (continued)

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION
29 Apr - 1 May   1900 E. Street, N.W. $135
    See course description in annual Interagency Training
    Bulletin for eligibility.

SEMINAR ON ADP IN TECHNICAL INFORMATION SYSTEMS
23 - 25 Apr   1900 E. Street, N.W. $120   GS-9 & above

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
7 - 11 Apr
9 - 13 June   1900 E. Street, N.W. $160
    For computer programmers and newly assigned analysts
    with programming experience.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS II - ADVANCED
5 - 16 May   1900 E. Street, N.W. $375   GS-9 & above

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH
3, 4, 10, 11 Apr 1900 E. Street, N.W. $150   GS-9 & above

Financial Management and PPBS

COST/BENEFIT WORKSHOP
14 - 18 Apr
9 - 13 June   1900 E. Street, N.W. $165   GS-11 & above

DETERMINING PROGRAM COSTS
21 - 25 Apr
2 - 6 June   1900 E. Street, N.W. $200
    See CSC announcement for eligibility.

EXECUTIVE ORIENTATION IN PPBS
18 - 20 June   1900 E. Street, N.W. $ 75   GS-14 & above

FEDERAL BUDGET PROCESS
3 - 4 Apr
22 - 23 May
26 - 27 June   1900 E. Street, N.W. $ 70
    See CSC announcement for eligibility.

FINANCE IN AGENCY MANAGEMENT
7 - 11 Apr
2 - 6 June   1900 E. Street, N.W. $145
    Open to Federal Staff and managers who require a
    working knowledge of cost analysis.

Civil Service Commission (continued)

FINANCIAL MANAGEMENT FOR PROGRAM ADMINISTRATORS
21 - 25 Apr   1900 E. Street, N.W. $175   GS-12 - 14

INTRODUCTION TO COST ANALYSIS
28 - 30 Apr
23 - 25 June   1900 E. Street, N.W. $145
    See CSC announcement for eligibility.

PPB GENERAL ORIENTATION
7 - 8 May
4 - 5 June   1900 E. Street, N.W. $ 50   GS-13 & below

PPB SEMINAR
12 - 23 May $300
    Two week residential. Consult Training Officer for
    eligibility requirements.

Miscellaneous

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE
AND GOVERNMENT POLICY
2 - 6 June   1900 E. Street, N.W. $150   GS-15 & above

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT
14 Apr   1900 E. Street, N.W. $ 45   GS-5 - 11

MANAGEMENT AND THE NEGOTIATED AGREEMENT
17 - 19 Mar   1900 E. Street, N.W. $ 85
    See course description for prerequisites.

SUPERVISION AND THE NEGOTIATED AGREEMENT
21 - 23 Apr   1900 E. Street, N.W. $ 85
    See course description for prerequisites.

U.S. Department of Agriculture Graduate School

Special Programs

    All classes are held at the U.S. Department of
Agriculture on Saturday mornings at 8:00 a.m. to 12:00
noon except where otherwise stated.

ADP DOCUMENTATION AND WRITING
12 Apr - 17 May $ 75

U.S. Department of Agriculture Graduate School (continued)

ADP FOR EXECUTIVES
14 - 16 Apr $150   GS-13 & above
      Monday through Wednesday, 8:30 a.m. to 4:30 p.m.

ADP SYSTEMS ANALYSIS AND DESIGN
12 Apr - 21 June $100

ADP SYSTEMS DESIGN WORKSHOP
12 Apr - 21 June $100

ADP TRANSPORTATION APPLICATIONS
12 Apr - 21 June $120   Senior Analysts

ADVANCED CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75

BASIC CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75   High School
                                                       Graduate

DATA PROCESSING MANAGEMENT
12 Apr - 21 June $100   Supervisory
                                                       Personnel

DEVELOPING ADP SPECIALISTS
12 Apr - 21 June $ 75   GS-12 & above

FEDERAL CONTRACT NEGOTIATION INSTITUTE
21 - 25 Apr $130   GS-9 & above
      Classes meet Monday through Friday, 9:00 a.m. - 5:00 p.m.

INFORMATION STORAGE, RETRIEVAL & DISSEMINATION
12 Apr - 21 June $100
      Participants should have completed at least one year
      of ADP analysis experience.

SCIENCE INFORMATION AND COMMUNICATIONS
7 - 11 Apr $135   GS-13 & above

SOURCE DATA AUTOMATION
12 Apr - 21 June $ 75
      Prerequisites: Understanding of basic ADP systems and
      programming concepts.

U.S. Department of Agriculture Graduate School (continued)

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12 Apr - 21 June $ 75
     Prerequisites: Understanding of basic ADP systems and
     programming concepts.

U.S. Department of Agriculture Graduate School (continued)

TELEPROCESSING AND DATA COMMUNICATION SYSTEMS
12 Apr - 21 June $100
    Participants should have at least one advanced data
    processing course or equivalent.

OTHER EXTERNAL TRAINING

EDITORIAL PLANNING FOR PRINTING PRODUCTION
17 Mar - 10 Apr Government Printing Office   Free
    For course description consult your Training Officer.

SELECTED SHORT COURSES
SUMMER 1969

University of California at Los Angeles

ADVANCES IN DIGITAL COMPUTER SYSTEM DESIGN
23 June - 3 July $375

DESIGN AND PHILOSOPHY OF PROGRAMMING LANGUAGES
14 - 18 July $275

DESIGN AUTOMATION SYSTEMS
21 - 25 April $275

ENGINEERING MODELS OF ECONOMIC SYSTEMS
21 Apr - 2 May $375

MAGNETIC THIN FILM
4 - 9 August $275

MANAGEMENT SEMINAR IN RELIABILITY ENGINEERING AND
OPERATIONS
23 - 28 June $425

MODERN APPLICATIONS OF SEMICONDUCTORS
5 - 16 May $375

NUCLEAR ENERGY FOR SPACEFLIGHT
5 - 16 May $375

OPTIMIZATION OF STOCHASTIC SYSTEMS
2 - 13 June $375

University of California at Los Angeles (continued)

PHOTOCHEMISTRY AND SOLAR ENERGY
11 - 22 August $375

RECENT ADVANCES IN ENGINEERING MATHEMATICS
16 - 27 June $375

TECHNIQUES FOR DESIGN AUTOMATION
14 - 18 April $275

University of Michigan

ADVANCED DEVICE AND CIRCUIT MODELING
9 - 11 June $180

ADVANCED INFRARED TECHNOLOGY
9 - 13 June $225

ADVANCED TOPICS IN SYSTEMS PROGRAMMING
16 - 27 June $375

COMPUTER GRAPHICS FOR DESIGNERS
9 - 20 June $450

FUNDAMENTALS OF INFRARED TECHNOLOGY
2 - 6 June $225

INFRARED RADIOMETRY - INSTRUMENT CALIBRATIONS AND
PRECISION MEASUREMENTS
16 - 20 June $250

INTEGRATED CIRCUITS
9 - 13 June $225

NUMERICAL METHODS, OPTIMIZATION TECHNIQUES AND
PROCESS SIMULATION FOR ENGINEERS
19 - 30 May $400

SELECTED APPLICATIONS OF COMPUTERS IN ENGINEERING
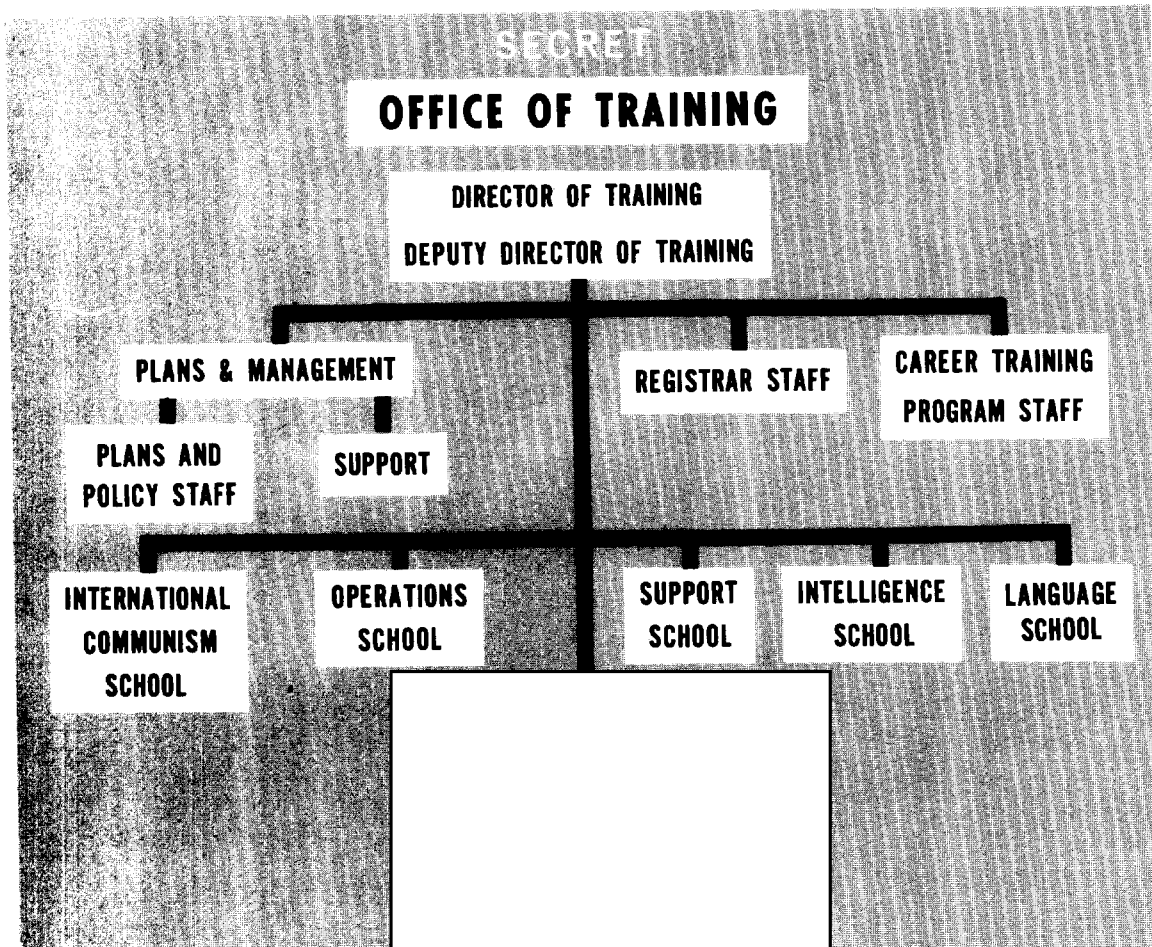19 - 30 May $400

SEMICONDUCTOR CIRCUITS
2 - 6 June $225

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